Installation Management Command
Strategic Plan

Our Mission: ***Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment and enhance the well-being of the Military community***

Leading Change for Installation Excellence

IMCOM Strategy Map

IMCOM Vision: Communities of Choice - Home to America's Armed Forces with premier facilities and services that enable our Military to deploy and win on any battlefield

IMCOM Mission: Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

ENDS

Support Mission Readiness and Execution

Provide Communities of Choice

ENDS

Develop & retain the best leaders and most professional workforce to accomplish Army goals and objectives

Optimize resources and employ innovative means to provide premier facilities and quality services

Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions

Build and sustain state of the art infrastructure to support readiness and mission execution and enhance the well-being of the Military community

WAYS

- Acquire, develop and retain leaders
- Acquire, develop and retain a diverse workforce
- Further develop the organizational culture
- Develop strategic business partnerships
- Deploy fact-based decision making
- Align resources with strategic priorities
- Seek and apply internal/external
- Proactively address future risks and opportunities
- Continuously streamline & standardize processes
- Institutionalize knowledge management
- Streamline organization structures & clarify roles
- Build relationships of trust and confidence
- Demonstrate environmental stewardship
- Outsource facilities and services when economical
- Plan and design installations for Army Transformation
- Develop installations through technology

WAYS

Installation Transformation

MEANS

Secure Financial Resources

MEANS

IMCOM Strategic Plan

Relevant & Ready Land Power

...In Service to the Nation

IMCOM Vision:

Communities of Choice - Home to America's Armed Forces with premier facilities and services that enable our Military to deploy and win on any battlefield

IMCOM Mission:

Manage Army installations to support readiness and mission execution – provide equitable services and facilities, optimize resources, sustain the environment, and enhance the well-being of the Military community

Goal 1: Develop & retain the best leaders and most professional workforce to accomplish Army goals and objectives.

Diane Devens

Goal 2: Optimize resources and employ innovative means to provide premier facilities and quality services

Randy Robinson

Goal 3: Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions

Dave Tindoll

Goal 4: Build and sustain a state of the art infrastructure to support readiness and mission execution and enhance well-being of the Military community

Maurice Buchanan

IMCOM Strategic Plan

Goals and Objectives

(Overarching, Interrelated Strategies and Strategic Initiatives)

Goal 1: Develop and retain the best **leaders** and most professional workforce to accomplish Army goals and objectives

- **1.1 Acquire, develop and retain leaders that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance**
- **1.2 Acquire, develop and retain a diverse workforce that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission.**
- **1.3 Further develop, deploy and inculcate the IMCOM identity, esprit de corps and culture**

Goal 2: Optimize resources and employ **innovative** means to provide premier facilities and quality services

- **2.1 Develop and formalize strategic business partnerships**
- **2.2 Deploy and institutionalize processes for fact-based decision making**
- **2.3 Align resource allocation with validated requirements and IMCOM's strategic priorities**
- **2.4 Seek best practices internal and external to the organization and apply throughout IMCOM**
- **2.5 Identify future risks, opportunities and liabilities and implement actions now**

Goal 3: Be a streamlined, **agile** organization that is customer-focused and results-driven in support of current and future missions

- **3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMCOM**
- **3.2 Institutionalize knowledge management**
- **3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities**
- **3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external**

Goal 4: Build and sustain a state of the art **infrastructure** to support readiness and mission execution and enhance well-being of the military community

- **4.1 Demonstrate leadership as stewards of environmental resources**
- **4.2 Outsource facilities and services (to include personnel) when economical and while maintaining mission support**
- **4.3 Plan and design installations to embrace and adapt to changing requirements**
- **4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations**

Goal 1 – Strategic Initiatives and Definitions

Goal 1 (Leadership): Develop and retain the best leaders and most professional workforce to accomplish Army goals and objectives
(Goal Champion: Diane Devens)

1.1 Acquire, develop and retain leaders that effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance

Leadership is considered the foundation for mission success. IMCOM needs leaders who think strategically, inspire employees and achieve results.

1.2 Acquire, develop and retain a diverse workforce that is technically competent, agile, motivated, knowledgeable, postured to meet the challenges of today's and tomorrow's mission.

A diverse, results-oriented high performing workforce is achieved by developing employees to their fullest potential

1.3 Further develop the organizational culture such that IMCOM becomes the employer of choice.

Further develop the culture within IMCOM characterized by organizational values such as customer service, teamwork, performance excellence, empowerment, innovation and appreciation for employees.

Goal 2 – Strategic Initiatives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premie
facilities and quality services **(Goal Champion: Randy Robinso**

2.1 Develop and formalize strategic business partnerships

Develop and maximize strategic business partnerships to leverage external funding, technology, services, manpower, expertise and business practices in mutually beneficial relationships leading to achievement of strategic and operational goals with fewer in-house resources than otherwise possible, e.g. Enhanced Use Lease, cooperative agreements and use of students and interns.

2.2 Deploy and institutionalize processes for fact-based decision-making

Develop and deploy decision making processes that are consistent across IMCOM and based on comparable data and rationale

Goal 2 – Strategic Initiatives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premie
facilities and quality services **(Goal Champion: Randy Robinson**

2.3 Align resource allocation with validated requirements and IMCOM's strategic priorities

Deploy a validated and documented requirements determination process to drive resource allocation across IMCOM that supports strategic, operational and tactical priorities

2.4 Seek best practices internal and external to the organization and apply within IMCOM

Deploy a process for obtaining or making available performance data and business processes internal and external to IMCOM for the purposes of internal learning and process improvements; continuously benchmark within IMCOM and with outside best practice sources

Goal 2 – Strategic Initiatives and Definitions

Goal 2 (Innovation): Optimize resources and employ innovative means to provide premie
facilities and quality services **(Goal Champion: Randy Robinson**

2.5 Identify future risks, opportunities and liabilities and implement actions now

Be proactive in identifying impending changes in the IMCOM/Army operating environment that may impact IMCOM's ability to perform its mission; develop action plans to leverage potential opportunities and mitigate potential threats to ensure seamless mission accomplishment; include emphasis on safety and security

Goal 3 – Strategic Initiatives and Definitions

Goal 3 (Agility): Be a streamlined, agile organization that is customer-focused and results-driven in support of current and future missions **(Goal Champion: Dave Tindoll)**

3.1 Define and continuously improve processes so that they are streamlined, standardized and repeatable across IMCOM

Document key business processes across IMCOM operations and standardize to recognize best practices; apply lean/six sigma and other business process redesign techniques to maximize efficiency, effectiveness and agility

3.2 Institutionalize effective knowledge management

Institutionalize knowledge acquisition, development and sharing, e.g. customer intelligence, lessons learned and best practice information; maximize efficiency and effectiveness of Information management capabilities, e.g. corporate databases, accessible information portals, etc.

Goal 3 – Strategic Initiatives and Definitions

Goal 3 (Agility): Be a streamlined, agile organization that is customer-focused and
results-driven in support of current and future missions **(Goal Champion: Dave Tindoll)**

3.3 Gain efficiencies by streamlining organization structures and clarifying roles and responsibilities

Streamline and standardize IMCOM organization structures, roles and responsibilities to
facilitate efficient and effective processes, communication and customer interface

3.4 Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external

Implement processes and practices to demonstrate and publicize an IMCOM history of timely and effective responsiveness to customer needs; ensure customer and internal awareness of IMCOM ongoing successes and achievements

Goal 4 – Strategic Initiatives and Definitions

Goal 4 (Infrastructure): Build and sustain state of the art infrastructure to support
readiness and mission execution and enhance well-being of the military community

4.1 Demonstrate leadership as stewards of environmental resources **(Goal Champion: Maurice Buchanan)**

Identify best practices in environmental stewardship and adopt where possible within IMCOM; stretch to become a world leader in environmental stewardship while meeting mission requirements; achieve formal and media recognition as a leader in environmental stewardship and social responsibility

4.2 Outsource facilities, services and infrastructure when economical and

while efficiently maintaining mission support.

Seek the best solution for providing facilities and services to meet customer needs over the

long term, and privatize or outsource when that is the best option for meeting those needs

Goal 4 – Strategic Initiatives and Definitions

Goal 4 (Infrastructure): Build and sustain state of the art infrastructure to support
readiness and mission execution and enhance well-being of the military community

4.3 Plan and design installations to embrace and adapt to changing requirements (Goal Champion: Maurice Buchanan)

Plan and design infrastructure (facilities and services as appropriate) to meet the needs of Army Transformation, including Army Modular Force (AMF), Global Defense Posture Realignment), Base Realignment and Closure, (BRAC), etc.

4.4 Seek and develop advanced concepts and technologies to facilitate state of the art installations

Identify and leverage technology that is Commercial Off the Shelf (COTS), in use at OGA/industry, or in development with potential application to bring state of the art infrastructure to Army installations.